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Approved For Release 2000/04/19 : CIA-RDP80-00536A000200040001-9

MIDCAREER COURSE NO. 19

26 January - 7 March 1969

COURSE REPORT

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Midcareer Executive Development Course (MEDC) No. 19

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COURSE REPORT

I. General Observations

The winter running of Midcareer Executive Development Course (MEDC) No. 19--from 26 January through 7 March 1969--was a satisfying one from an administrative viewpoint since the class seemed to be an especially good one, and there were surprisingly few difficulties for that particular season of the year. Possibly not as exuberant or 'class'-conscious as the 17th nor as individualistic as the 18th, members of the 19th Midcareer Course seemed to be a very thoughtful and conscientious group, more than willing, for example, to stay with guest speakers for discussions beyond the time of the formal presentations. In their final over-all critique of the course, the Midcareerists expressed their appreciation of the training opportunity they had just had, using such remarks as: "excellent course"... "most stimulating and beneficial"... "greatest thing that ever happened to me"... and... "well-conceived and executed." Yet the students were at the same time thoughtful in their suggestions for making improvements in the course, wondering whether the guest speakers might put more emphasis on personnel and Directorate problems, whether certain topics might be handled on a functional basis, and whether the discussions should not involve the students more.

Statistically, the 34 members of MEDC No. 19 came from the following Agency components--1 from the Office of the Director, 7 from the Intelligence Directorate, 3 from the Science and Technological Directorate, 15 from the Clandestine Service, and 8 from the Support Services. About two-thirds of the class were GS-13's, one-third were in the GS-14 category, and there was one GS-15. The average age of the class--41.9--was about one year more than the average age for all classes during the past two years, but just under the average of the 18th Class, with a student age range of from 30 years to 49. The length of Agency service for the 19th MEDC averaged at 13 years, with that of individual students ranging from only 4 years to 19.

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Despite the appearance of a number of problems during the running of the course, none proved to be serious. Poor weather caused the delay only in the start of Phase II. The Director's restriction on his Executive Staff during the immediate weeks of the change-over of Administrations eliminated the anticipated participation of the four Deputy Directors during the [REDACTED] phase of the course, but the schedule was adjusted to have the class return one day early to Headquarters and meet with a joint panel of the four Deputies. When the Convair was sold about two weeks prior to the field trip, [REDACTED] came to the rescue and provided a C-118 to take the class on the final tour. Despite some snowy weather, the field trip went off without a hitch, and the delayed blast-off of Apollo 9 did not prevent the class from visiting Cape Kennedy--the high point of the tour. The final day coincided, by chance, with the successful visit to Headquarters of President Nixon, but the Director, following the President's return to the White House, met with the class for some 40 minutes in the USIB Conference Room.

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## II. Opening and Conclusion

The Executive Director-Comptroller opened the 19th MEDC on 22 January 1969 in the USIB Conference Room and congratulated the Midcareerists on their selection to the course, pointing up the opportunities facing them in the six-weeks' training. Colonel White also hinted that he might be seeing them later in the course; this possibility, however, was forestalled for the 19th Class by the restriction of the Executive Staff to the Headquarters area.

The final climax of the course was the 7 March 1969 meeting with the Director, who despite his escorting of the President around the Headquarters Building on the same afternoon, still spent some 40 minutes with the members of the 19th Class. Of the approximately 15 questions the Midcareerists asked of Mr. Helms, at least three dealt with the problems of management and personnel. The Director told the Midcareerists that the strength of the Agency lay in the quality of its personnel and in the competence of the Agency's performance. Referring to the questions raised about "deadwood" in the Agency, the Director

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cryptically remarked that no one had ever come to him and volunteered himself as being "deadwood"; it always seemed to refer to someone else! He told the class members that if they had any suggestions for solving personnel or other problems, his "door was always open". He did ask them to be sure first, however, that their suggestions were well-thought-out.

Prior to the concluding appearance of Mr. Helms, the class heard Dr. Harold Saunders - now a member of Dr. Kissinger's NSC Staff and formerly a staff member for Messrs. Bundy and Rostow - discuss the significance of the National Security Council to the President and the place of intelligence vis-a-vis policy.

III. PHASE I (Managerial Grid)

Twenty-eight members of the 19th MEDC took the Managerial Grid during the first week of the [REDACTED] portion of the course. These were divided into four teams for the week's work on the problems of management under the direction of Messrs. [REDACTED]

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[REDACTED] Six Midcareerists had taken the Grid previously.

As with earlier classes, the 19th Midcareerists recognized the value of the Grid in pointing up various management styles and in showing each student how his direction appeared to others. One Midcareerist said that the Grid should be mandatory for all supervisors, whether they were heads of sections, branches, or other units. Another urged the Agency to use at least three phases of the Grid. The value of having the pre-work completed by the start of the course was re-emphasized by the class, and a number of the students felt sufficiently impressed with the final evaluation of the teams' organization culture that they suggested giving more time to this aspect.

IV. PHASE II (CIA and the Intelligence Community)

The usual impact made by the start of Phase II--covering the Agency and the Intelligence Community--was delayed from the beginning to the end of the first day by foggy weather. To fill the time gap, the staff arranged a class bus tour of the base

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and moved up some administrative matters. By mid-afternoon Messrs. Hugh Cunningham and [REDACTED] had arrived but without [REDACTED] who had to cancel out. In the remaining time both Mr. Cunningham and [REDACTED] especially in the informal evening session at [REDACTED] stirred up the class thinking on the problems facing not only the Agency but the Intelligence Community generally.

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The restriction of the four Deputy Directors to the Headquarters area and their resultant inability to meet informally with the Midcareerists in the ideal [REDACTED] atmosphere was a disappointment to the 19th MEDC, but the readjusted schedule, which brought the class back one day early to Langley to meet with the Deputy Director Panel, and the able task performed generally by the Assistant Deputies went a long way to salve this feeling. In contrast to the same period in the preceding 18th running, there was no great let-down in any of the component presentations. If any component suffered more than any other--and not much at that--it was the Intelligence Directorate segment because of the numerous substitutions of speakers, since Messrs. Godfrey, Clarke, and Allen were unable to leave Headquarters. In this running, the Clandestine Service portion came up strong with good presentations from Messrs. [REDACTED] and [REDACTED], in addition to those Agency officers who participated in the previous running.

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The individual student presentations, which apparently have always been popular since [REDACTED] instituted them in 1965, made an especial impression on the members of the 19th MEDC. There was general agreement in the class that the student talks were extremely worthwhile to the group as a whole and provided valuable supplements to the presentations of the guest speakers. Many urged that the time for the student discussions be expanded.

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The availability of [REDACTED] to the Midcareer Class, barring the first week when it was used for another course, was highly praised by the 19th Midcareerists as having helped significantly in 'breaking the ice' between speakers and students during the luncheon break but especially during the informal evening sessions. This asset was noted as providing a real advantage to the [REDACTED] portion of the course--something which was missed upon the return to the Headquarters area.

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The return to Langley one day early to meet with the four Deputy Directors in a one-and-a-half hour session was welcomed by the class. Subsequent student comments indicate, however, a general feeling that the individual appearances by each Deputy Director in the [REDACTED] atmosphere at [REDACTED] provides each Deputy with a more unrestricted and informal contact with the class, thus promoting a better exchange between the component chiefs and the Midcareerists.

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In the Headquarters portion of Phase II the class got a personal tour by Mr. John Clark of his PPB Situation Room, or "Tank", which added a great deal to the understanding of the PPB problems. The additional Headquarters tours--one of the Signal Center and the other of the CIA Operations Center--were both well-received by the class, as were the remaining Agency presentations. The best Intelligence Community presentation was that of Mr. William McAfee of INR in the Department of State. One student urged more time be devoted to the Department of State, especially a discussion by an officer in one of the policy bureau's. The class did not go as well for the NSA briefings as did predecessor groups, despite the excellent introduction by General Carter, feeling that there was too much on organization and not enough of open discussion. Vice Admiral Showers gave his usual acceptable talk on the DIA, but the FBI presentation did not seem to have a great deal of substance.

V. PHASE III (U.S. Government and World Affairs)

Phase III, covering the U.S. Government and World Affairs, proved to be especially successful for the 19th MEDC. Several of the "regulars" did even better than in recent runnings--e.g., Professor Charles Burton Marshall, Dr. Kenneth Landon, Ambassador Badeau, and Hyman Bookbinder--while Professor A. Doak Barnett gave a refreshing and penetrating analysis of China. The only presentation which did not go over strongly with the class was that of Professor Vernon McKay on South Africa, and the student feeling here was that the subject was not that important and a discussion of the entire continent of Africa would have been of more interest.

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Areas covered by the speakers, mostly academics, were: the USSR, the Soviet Satellites, China, the Middle East, South and Southeast Asia, Vietnam specifically, and South Africa. In addition, the class heard a discussion of the limits of U.S. Foreign Policy--the opening lecture--an explanation of computers, a description of Congressional dynamics, the war on poverty, and the problem of language communication.

VI. The Field Trip

Following the conclusion of Phase III, the 18th MEDC took its field trip to the 90th Strategic Missile Wing at the Warren Air Force Base, Cheyenne, Wyoming; the Sandia Corporation--an AEC-controlled installation adjacent to the Sandia Base--in Albuquerque, New Mexico; and to the JFK Space Center and the Air Force Eastern Test Range at Cape Kennedy, Florida. The hoped-for stop at Houston had to be cancelled since the NASA personnel there were completely involved at that time with monitoring Apollo 9.

Despite the fact that the first night stop at Cheyenne found even the restaurants closed at night--other than those of the Motel and the Officers Club--the class generally enjoyed the briefings and hospitality of the Warren Air Force Base and the visit by helicopter to the underground missile control complexes. The second stop at Albuquerque--a first for a Midcareer Course--did not arouse too much student interest despite the number of briefings and the tour of the KC-135. The class seemed to feel that the briefers themselves felt too restricted by the fact that the 19th MEDC did not have the over-all Q clearance. The hosts, like those at the other stops, were both warm in their hospitality and helpful to the visiting Midcareerists.

The real climax of the trip was the visit to Cape Kennedy. The day's schedule was improved over that of the last visit there by the fact that the visit to the Air Force Eastern Test Range was first--including a tour of the Air Force Space Museum--and the tour of the NASA installations, with a visit to the mammoth Vehicular Assembly Building and the nearby launch sites, came at the end of the day.

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For the first time the Midcareer Class made its field trip using a C-118 (DC-6), which [REDACTED] obtained when the Convair was suddenly sold. While the students had engaged in some joking prior to the trip about the slowness of the C-118, the actual flight showed that the Air Force plane did not appreciably lengthen the trip. Advantages were that the larger plane allowed for greater space inside to move around, and the six-man Air Force crew proved both efficient and helpful, arranging, for example, for the class to get box lunches for the three longer flights. 25X1A

VII. Post-Course Conferences

Primarily as a result of Midcareerist questions to the Director on the final day of the course regarding personnel and management problems, the Chief of the Support School, the Management Faculty, and the Midcareer Staff met with the Director of Training to discuss the Midcareerist concern and its implications. Subsequently, Mr. Richardson met with 12 representatives of the last class to hear the students' personal views, and later he presented his findings to the Director's Executive Staff itself. ILLEGIB

Following the 19th MEDC conclusion, memoranda were sent to all the Deputy Directors noting that the 19th MEDC had ended and suggesting that each component chief meet with his Midcareerists both to show senior officer interest in the students and to obtain any student comments which might lead to strengthening the course. By the end of March all four Deputies had met with their members of the 19th MEDC.

VIII. Planning for Forthcoming Courses

As with previous course runnings, the views of the Agency senior officers, of the guest speakers, and of the 19th Midcareerists themselves will be carefully weighed in planning the schedule for the next course. The Executive Director-Comptroller already mentioned to the 19th MEDC his interest in meeting with

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the class members during the [REDACTED] phase, apparently on the last evening at [REDACTED] in order to field student questions on the Agency as a whole. As a result of Dr. Proctor's recent meeting with the 19th class members from the Intelligence Directorate, the DD/I has requested that his presentation be scheduled to follow, rather than to precede, the talks of other officers in that component. In addition to Midcareerist comments already mentioned, two members of the 19th running have suggested more substantial changes which would possibly limit the present number of Agency speakers and involve the students more in either joint discussions or seminars. Within the limits of a fairly tight program which has been successfully built up over the years and with the realization that inevitably changes desired by one group may conflict with possibly equal valid desires by other individuals, the staff will endeavor to meet the relevant suggestions offered.

The short period of time that will elapse between the end of the forthcoming 20th MEDC and the beginning of the 21st running--along with the need to alert guest speakers regarding commitments in the summer vacation months--will necessitate working out the schedules for the May-June and the July-August courses almost at the same time.

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With good weather in prospect, administrative problems for the staff do not look serious, especially since the Midcareer Course always receives strong support from the [REDACTED] during the [REDACTED] period and since [REDACTED] has now solved the transportation problem for the Field Trip. Possibly the only administrative matter to smooth out is that of finding a completely satisfactory room for speakers and Midcareerists alike when the course returns to the Headquarters area from [REDACTED]. In the Magazine Building, Room 610 is much superior to Room 609, but during the past running the noise from the ventilation system in 610 made it difficult for many of the students to hear the speaker and vice-versa during the question period; so far the Headquarters Rooms 1A-13 and 1A-07 seem to be the best from the over-all hearing and seeing and the general speaker-student communication standpoint.

Appended to this report are two Attachments to give statistical information about the 19th Midcareer Class and to provide the verbatim over-all critique comments of the Midcareerists.

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ATTACHMENT B

OVERALL VERBATIM COMMENTS

Midcareer Executive Development Course (MEDC) No. 19

26 January - 7 March 1969

Thirty-three of the thirty-four students in the Midcareer Executive Development Course (MEDC) No. 19 wrote over-all comments regarding the six-weeks' training program on the final day of the course. These comments are printed verbatim below, grouped together by the major Agency components in which the Midcareerists work.

A. O/DCI Midcareerist

"The Course appears to suffer from one major deficiency; that is, it is not really a Midcareer Executive Development Course but rather a Midcareer Exposure Course. The emphasis is almost exclusively on acquainting Midcareerists with various facets of the Agency (which is important) but too little effort is devoted to focusing the Midcareerists on problems facing the Agency and efforts underway to solve them. Nor is there any real effort to genuinely encourage Midcareerists to participate in the on-going problem-solving process. It seems to me that the Course should be more loosely structured to accommodate (to some extent) the interests and desires of the Midcareerists themselves. One means of doing this is to organize at least part of the Course (say 5-10 days) around attacking problems that cut across Directorate lines. These problems could include personnel management, information handling and processing, establishing priority, intelligence requirements, etc. One day devoted to each of these major, Agency-wide problems would involve organizing reading material and Agency speakers in such a way as to encourage wide-ranging and free-flowing discussion and to keep to a minimum formal presentations. Perhaps after 5 or 6 years of the Course, it is time to review its organization and purposes, especially Part II, so as to adapt the Course to the needs of

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the 1970's, as opposed to 'the way it was done' in the 1950's and 1960's. Such a 'curriculum' review could be done by a group of senior Directorate representatives, OTR faculty and individuals selected from the last several runnings of the Course. It should be added that given the current structure of the Course, the experience has been very worthwhile. The speakers have taken their presentations seriously, coverage has been comprehensive and the Course administered ably and efficiently. Special plaudits are due Messrs. [REDACTED] for their roles and to OTR for the time and effort devoted to the Course. "

B. DDI Midcareerists

"The Course was very good. It taught me more about the Agency in a few weeks than I had learned in nearly 20 years. It gave me a much better appreciation of where my component fits into the over-all mission and effort of the Agency. Of particular value was the opportunity to associate with a cross-section of CIA for a period of several weeks. The resultant exchange of opinions, information and experience was robust and very stimulating. My appreciation and understanding of the other Agency components was greatly increased, as was my appreciation of the value of my component. "

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"In general, I see the course as one of genuine value and interest. I've been given a tangible grid against which to measure, on a continuing basis, my managerial capacities. I've had an opportunity to discuss, on a frank and open basis, some points of Agency operations with those who are responsible for them. I've had the opportunity also to hear the outside tell it like they see it, and had the pleasure of seeing, close-up and first-hand, some of the muscle available to this country. As a general criticism, I would like to observe that there did not seem to be enough emphasis on the aspects of management as they influence operations and the conduct of the missions of various Agency components. Perhaps this

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could be suggested to future speakers as a theme for inclusion in their forthcoming presentations. Certainly it is a legitimate concern of CIA's middle management. My over-all reaction: GREAT."

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"There is little doubt in my mind that the course over-all is anything other than excellent. In spite of a few 'lows' the course was well administered, formatted, and executed. It was unfortunate in some respects that the time element in some areas was so restricted. The M.O. at [REDACTED] enabled one to extend that to some degree. The informal discussions with other students was invaluable and in many respects could be weighted more than the formal portions and its content. Messrs. [REDACTED] and the OTR staff are to be congratulated."

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"This has been an excellent course, and I'm glad I had a chance to participate. I've been led to a re-evaluation of my past career(s) in various components of the Agency, and I have been led to a new appreciation of the concerted efforts of a vast number of people concerned with a variety of tasks."

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"The best training experience I have ever had. In the earlier critiques I have commented on the program, substance and speakers, giving over-all impressions. The only comment I wish to add now is to thank the Agency for a truly unique experience, and to thank Messrs. [REDACTED] for much effort to make it so."

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"The MEDC is well-conceived and well-executed, but suffers from being rigid in approach and pedestrian in content. If I were running it, I would take a much looser approach. The

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grid week provided a beginning class structure and the prototype of an organization. This was never taken advantage of. I would proceed as follows: the second week should be devoted to a few key speakers, with the rest of the time devoted to individual presentations and seminars. During this period the class could define the kinds of intelligence collection, production, and management problems that were of interest, and arrangements could be made to obtain experts and speakers to address these problems. The seminar approach to key problems could be mixed in with a continuing series of key speakers providing the intelligence community overview on which the course is now narrowly focused. A course responsive to class interests and concerns in combination with the present tour d'horizon would be more interesting and effective than the present set-piece presentation. As much time as possible--four of the six weeks--should be at [REDACTED]. The interaction within the class is as valuable as the formal presentations, and should be maximized by more informal time, longer individual presentations, and problem-oriented seminars among class members and with guest speakers. The 'world-week' probably has to be at Headquarters for security reasons. The speakers there were good, but for the purposes of this course their presentations should be directed more at pressures on U.S. policy and the kind of information and understanding the U.S. will need to cope. This would be of direct interest to intelligence officers whatever the target that faces them. The trip is an excellent idea, but the hosts need more guidance on what is expected. Too much of the time was spent in 'show-and-tell' and 'see the hardware.' A good solid briefing on a program, its concepts, evaluation, purpose, and status should open the day, followed by a tour. This would have more meaning than just looking at steel and concrete. I don't think our hosts showed much understanding or imagination. It would be worth it to send some one to visit them in advance and discuss and approve the schedule. The final critique should include an oral session in which the class could as a group give guidance to the course managers."

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C. DDS&T Midcareerists

"Excellent! The course presented me with an opportunity to become acquainted with the Agency. It is very worthwhile to have some knowledge about what is done and who is responsible. The environment provided by [REDACTED], the individual presentations, and the field trip are all excellent mechanisms for becoming acquainted with the kinds and calibre of people within the Agency."

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"I enjoyed the course very much. Only weak part was that the trip was not long enough! The organization was good and our leaders kept us to the schedule very well considering the number of places and people involved. Suggest a better airplane next time. I believe if it could be arranged, four weeks of the course should be held at [REDACTED] and two weeks otherwise. Concentration, candidness, and participation is better at the [REDACTED] atmosphere."

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"The course could be made more valuable in the following ways:

1. Unless the course is prepared to go all the way with the Management Grid, it is disrespectful to the individual participants to play at the game. At times the impression was given that the management is just not sincere about the whole problem.
2. If the group is to visit Sandia again, suggest every effort be made to get R/D clearances or not go. Suggest the group go to the one week Sandia course as part of the six weeks.
3. Suggest the informal discussion at [REDACTED] in the evening not involve more than two members from the various Directorates. Suggest the DDS not be present while subordinates are talking.

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4. No more Deputy Director group panels since they could hardly be frank in the environment.
5. Individual presentations could be helped to some degree by professional assistance in preparing presentations.
6. Suggest the individual presentations during the Phase III, that less time be devoted to critiques, more presentations a day, and use different class room at Magazine - almost impossible to hear in back of the room.
7. Discourage the competitive 'bull' between DD's. We all work for CIA."

D. DDS Midcareerists

"I think this is an excellent course and certainly the high point in my career with this outfit. I consider it a great honor to participate. It will hold great value if for no other reason than having the opportunity to meet the highest managers and listen to their views. It provided me with a well-rounded perspective of the entire outfit which I had not had before."

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"The course had provided me with a vast knowledge of Agency operations in which I find a great deal of satisfaction. This knowledge will certainly benefit me in understanding the intelligence gathering aspects of the Agency and how we in the Support Field may provide assistance ~~through~~ a better understanding of the problems. Phase III of the course was the most interesting and provided a look at the outside developments and trends in world affairs. An excellent course - well planned and executed. A must for further development of Agency careerists."

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"Messrs. [REDACTED] and all those in OTR who put together this Course should be commended for their efforts. I found it a most rewarding experience from start to finish."

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One highlight in this Midcareer course for me was the chance to share in the wealth of experience contained in the class itself. This, in its own way, was as important as any formal Phase of the course. In conclusion, Midcareer Course #19 was the most worthwhile six weeks I have spent in many years."

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"The course is well organized and managed. The agendas are typical and the coverage is most effectively handled. The course presents an excellent opportunity to assimilate our thoughts, in some cases beliefs, in respect to other governmental activities, both in and out of the intelligence community and their relationships, if any. There are insights to be extracted and evaluated. It is obvious that the speakers and topics are chosen with care and consideration. Not all the speakers are as effective in their presentations as others, but then this is the reality of things--each has a viewpoint, some with much, some with little justification and our job--think about the matters, accept and reject!! The expense of this course cannot be overlooked. It is costly. Balancing the expense, however, is the experience and exposures gained by the participating course members and the future applications which hopefully will be more effectively transacted. Also not to be overlooked in the administration of the course is the first-rate handling of the numerous matters by Messrs. [REDACTED] and [REDACTED]. Not only did these gentlemen participate in the spirit of the course and group but not once did they lose sight of its purpose. Their concern for the course material and participants was outstanding and contributed greatly to the successful operation of all the sessions and the entire course. Equally important is the in-house benefits to be gained by the joint experiences and discussions among the class members as contemporaries and as future references."

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"I feel that the course as a whole was excellent. The organization was good. The expansion was logical (Phase I, II and III) and with some few exceptions was well executed. The

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The few exceptions were generally of an individual nature and were cited under critiques of the individuals concerned. The reading material was too extensive for the time allowed for reading it. If the classification (Phase II) were reduced, the possibility of reading all of it would have been increased. As it is, I'll insure the material gets read and I'll submit comments that I feel are appropriate later. I would recommend accenting the value of writing critiques the same day a speaker has been heard. I recognize that I got behind the eight-ball for not doing this myself. The indicators were there but I didn't react and the result was a cutting into my reading time for the Phase III work. Not to be ignored is the opportunity to get to know a good bunch of guys with some common bonds and interests but in divergent fields that would otherwise be apt to remain unknown. I do feel more accent could be given to management aspects of 'Executive Development'."

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"On the whole the course is very good."

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"For the first time in my career, I feel I have an idea of the over-all missions and functions of the Agency. I consider the contacts I have made with my classmates to be highly valuable. Messrs. [REDACTED] do an excellent job of keeping the class together and seeing to a successful course."

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"The Midcareer Course presents a very real opportunity to all who are elected to attend. Considered in the light of the speakers we heard, the opportunity to question and receive frank and informative answers, the wealth of subject matter, the variety thereof and its pertinence to the world today, this course is, in my estimation, a reward and a privilege to attend."

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E. DDP Careerists

"The course as a whole was well balanced, had depth, provided us with a better perspective of intelligence matters, national and world affairs. It focused on the role of the technological and human factors in these affairs. It provided us with an opportunity to stop, think and evaluate our national objectives and to determine where we fit in and what we possibly can do to contribute in our own way to our national objectives. It also provided us with some good lessons for evaluating our management methods. In sum, it was stimulating and rewarding."

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"The course lived up to my expectations. The Grid was more interesting and enjoyable than I expected. Though a few of our lecturers were not as good as they might have been the topics covered were well-chosen and informative. A great deal was learned. The course is indispensable to an over-all appreciation of the Agency's role in diverse fields and a good esprit d'corps was created by the close association of the group over the six-weeks period. It was great!"

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"The greatest thing that has happened to me in my career in the Agency. This, not only for the value of the course and all the knowledge imparted by each lecture, but for the friends made in each part of the Agency. The fact that I now understand the functions of other parts of the Agency better was worth my taking the course. Messrs. [REDACTED] are two people especially suited for running a course of this kind. Two great guys and both perfect gentlemen. This course is certainly the best given by the Agency. In future job situations, I feel sure I'll be able to solve problems better by knowing more about the over-all Agency and in some ways the knowledge gained in Grid week will help me."

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"I thoroughly enjoyed this course and feel that it is well-conceived and, generally, well-organized. Some minor improvements could be made in the quality of the guest presentations, but the topics covered are timely and useful. I do not feel that I have been 'trained' in this course, or that I will be a better manager because of it, but I do have a much better perspective regarding the place of my job, my directorate, and the Agency as a whole in the U.S. Government and in the world."

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"One of the best training courses I have attended in the Agency. Well organized and managed. Strong points far outnumber weak ones."

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"My reactions to the Midcareer Course are uniformly favorable. For the first time during my career, I have a good appreciation for the role and functions of the various components and their relationship to the mission of the Agency as a whole. I appreciate the opportunity and privilege to have attended this course. At the present time, the course is divided into three facets: (a) The Grid (Management), (b) The Agency and the Intelligence Community, and (c) World Affairs. You might consider enlarging the Planning and Programming lecture by John Clark and make this a separate and additional Phase. PPBS is becoming more important in the Agency and to the Agency with each passing year. A two or three day seminar could be devoted to this aspect whereby the students work on a unique, external, management planning problem which has application to the Agency. The techniques which could be learned through this seminar would be very helpful. The Midcareer group would be the proper level for the input of PPBS concepts as it is at this level that the Programs are written. PPBS is equally as important to the Agency at the present time as personnel administration (The Grid)."

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"I have already covered this in the Phase III comment - but to summarize: The course impressed me most favorably. It is a unique opportunity to gain insight into the Organization and many of its activities. I have long waited to go - and I was not disappointed in the course to any significant extent. Several things about it might have been changed for the better - but I don't regard these as major and I have covered these in separate critiques. In addition to appreciating the course material, I value the personal associations with the other students and staff - that I experienced."

"As a whole, I found this course to be most stimulating and beneficial. Without a doubt, it broadened the horizons of the average Midcareerist and provided him with a better understanding of his individual role, the role of his particular office and organization in the broad general U.S. Government apparatus. At the same time, I feel that the course results in giving the individual participant a new vigor and impetus to continue and perfect his own endeavors within the organization. Moreover, it seems to dispell the individual's more parochial view of his organization which he tends to develop after a time and replaces it with a better and more realistic understanding of his role and that of his organization."

"There is no doubt that this is an excellent course. I have a better formalized understanding of the application of sound managerial principles, and a deeper and more accurate knowledge of the Agency and the intelligence community. I have been stimulated in conceiving new dimensions for analyzing and understanding foreign affairs, pride and faith both in the Agency and our country has been reinforced, and have made friends with classmates for whom I developed respect."

"Generally speaking the Midcareer course is a most rewarding and interesting experience, particularly for those of us who have been overseas and need to catch up on developments not only within the Agency, but also throughout the Government and the country as a whole. Messrs. [REDACTED] are to be commended for their hard work in making the 19th Midcareer course a success."

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"The course is a good and a welcome break away from office routine. It would be nice, however, if the Agency speakers would deal less in generalities and more in specifics. The biggest value lay in the obtaining of the 'big picture' and a realization of just what is going on outside our own little enclave. I enjoyed it very much."

. . . . .

"Believe the course was extremely beneficial as previously indicated. This has been the first and only over-all briefing on other component activities in my history with the Organization. It also provides every member with a repository of 'where can I seek help' on a particular problem. It also provided an opportunity to become familiar with other members of the organization who might be able to provide an assist in days to come."

. . . . .

"While there were a number of minor drawbacks, the Midcareer Course was one of the best periods I have had in the Agency. The course was a catalyst for considerable rethinking of my work and personal as well as organizational goals. The result I believe has been a much clearer understanding of what I want to do and in which direction I want to have the Agency move."

. . . . .

"Excellent! However, a few comments and suggestions. The course seems to have evolved and in the process to have lost some of its (assumed) intended design. It would therefore appear that it is time the course be looked at as a whole and the content be adjusted as appropriate to accomplish the purposes of the course. For example: why a lecture on South Africa at the expense of one on the African continent?"

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Why was the Indian Subcontinent not even mentioned? Should 'Political Developments in South America' or the 'Potential for Communism in South America' be worth a speaker? The trip should have goals - we should visit for a purpose - not because of some accident like an invitation. "

. . . . .

"The course was excellent. It was perhaps too short and another week could have been added in which students could have learned more details about their own directorates. I believe that the field trip should come after the first part is completed, that is the part in [REDACTED] Sitting for five weeks listening to lectures is a long time and the trip would have broken it up. Also if placed in the middle it could be extended to five full days. The course was very well managed and ran very smooth. Both officers did a first class job. "

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